

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Greener Corp

New Jersey Manufacturing Extension Program

Greener Becomes Leaner with New Jersey Manufacturing Extension Program

Client Profile:

Greener Corporation of Beachwood, New Jersey was founded in 1912 by Joseph Wojtech, great-grandfather of the current company president, as a machine shop in Newark. The shop was transformed into a tool-making company in 1938, later evolving into a precision grinding business and then a developer of products designed to cut, seal and crimp packaging films. The company relocated to Beachwood in 1980 and expanded through construction and acquisition and renovation of two additional buildings. The company now specializes in the manufacture of crimping and sealing jaws and cutting bars for high-speed packaging machinery and employs 30 people.

Situation:

Greener Corporation President Ted Wojtech contacted the New Jersey Manufacturing Extension Program (NJMEP), a NIST MEP network affiliate for assistance with reducing lead times and creating more physical capacity in the existing plant. The NJMEP field agent assessed Greener's facility, outlined the program, brought third party resource David G. Hollinger of CPIM on board, and assisted in scheduling the training, and observed the classes.

Solution:

NJMEP conducted a Lean Opportunity Assessment and subsequently set into motion a Lean Transformation project involving several operating departments. The nine-month training period, which comprised three to four classes per month, involved various office personnel, management, supervisors and operators, with over half of the company's employees attending every class. The project began with a Lean 101 simulation, followed by the identification of likely areas for Kaizen events assessed through a Value Stream Mapping project. The next step was to carry out 5S events in several locations, followed by a concentrated effort to reduce cycle times and changeover times (Setup Reduction/Quick Changeover). Cellular/Flow techniques were implemented to improve product flow and reduce inventory, and administrative bottlenecks were reduced through an Administrative Lean module. Upon completion, the Lean program had changed the way Greener Corporation conducts its daily business, based on how individual employees approach their specific tasks by teaching and reinforcing the value of workplace organization; creating space and order; and demonstrating the value and importance of effective communication and teamwork.

Results:

- * Reduced lead times by 25 percent.
- * Increased productivity by 20 percent.
- * Reduced work in process inventory by 25 percent.

Testimonial:

www.mep.nist.gov



NIST is an agency of the U.S. Department of Commerce

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"The Lean Transformation has enabled us to achieve significant improvements over the past nine months. This has strengthened our competitive position by enabling us to improve delivery, expand our product line and accelerate our growth and expansion plans. Our relationship with the New Jersey Manufacturing Extension Program has contributed significantly to our revenue growth and productivity improvements. We are a stronger, more profitable company, and we feel that the continued assistance provided by NJMEP will enhance our prospects for future growth."

Ted Wojtech, President